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OPTIONAL FORM NO. 10  
5010-104

Approved For Release 2000/06/06 : CIA-RDP78-06096A000100010012-7

UNITED STATES GOVERNMENT

# Memorandum

CONFIDENTIAL

TO : Director of Training

DATE: 13 April 1965

FROM : Chief, Intelligence School

SUBJECT: Biweekly Activities Report No. 8  
30 March - 12 April 1965

1. On the morning of 29 March Chief IS lectured to the special Intelligence Orientation class at NPIC on "The History of U.S. Intelligence."

2. On the afternoon of 29 March Chief IS briefed the JOT's in the current Intelligence Techniques course on "Intelligence Briefing."

25X1A

3. On 30 March Chief IS discussed with Messrs. [REDACTED] and [REDACTED] the proposal to expand the present one-week Introduction to Intelligence Course for JOT's to a two-week program that would include some functional coverage of the Clandestine Services. It was agreed that [REDACTED] would explore the problems with the Chief of the Operations School and would then make a recommendation to DTR.

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25X1A

4. On 31 March Chief IS briefed the Intelligence Techniques class on "Intelligence Writing."

25X1A

5. On 2 April Chief IS talked by phone with [REDACTED] and made tentative arrangements for a visit to Chief IS on 12 and 13 April.

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6. On 8 April Chief IS met with Messrs. [REDACTED] to make specific plans for the handling of the Orientation and Briefing Officer's responsibilities through 30 June.

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7. On 9 April Chief IS was called by [REDACTED] of the OCR Liaison Staff and informed that his staff had arranged with [REDACTED] for the visit of two DIA officials to 1000 Glebe on 21 April. [REDACTED] said that [REDACTED] would supply the details, which [REDACTED] did in a subsequent phone call. [REDACTED] will act for the Intelligence School in receiving the DIA visitors; Chief IS plans to be on annual leave on 21 April.

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DOCUMENT NO.

NO CHANGE IN CLASS. ☐

☐ DECLASSIFIED

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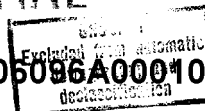
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Subject: Biweekly Activities Report No. 8

8. On 9 April [REDACTED] completed preparation of the Intelligence School's budget material, and the report was forwarded to the OTR/Administrative Officer.

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*for* [REDACTED]

25X1A

Attachment: Reports

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UNITED STATES GOVERNMENT

# Memorandum

CONFIDENTIAL

TO : Chief, Intelligence School

DATE: 9 April 1965

FROM : Chief, Clerical Training

SUBJECT: Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

## 1. Number in Clerical Induction Training:

22 - 26 March 1965

29 March - 2 April 1965

29 trainees in classes

29 trainees in classes

13 of these entered classes  
for the first time

10 of these entered classes  
for the first time

## 2. Number in Clerical Orientation Training:

22 - 26 March 1965

29 March - 2 April 1965

12 trainees

8 trainees

## 3. Results of Official Agency Testing Administered in Clerical Induction to Entrance-On-Duty Employees:

22 - 26 March 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	10	5
Shorthand	5	3

29 March - 2 April 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	14	5
Shorthand	6	2

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Excluded from automatic  
downgrading and  
declassification

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Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

4. Results of Official Agency Testing Administered to Applicants:

22 - 26 March 1965

	<u>Tested</u>	<u>Passed</u>
SET	25	
Typewriting	20	5
Shorthand	3	1
Card Punch Operator		
Aptitude Test	1	

29 March - 2 April 1965

	<u>Tested</u>	<u>Passed</u>
SET	39	
Typewriting	28	3
Shorthand	8	2
Card Punch Operator		
Aptitude Test	2	

5. Results of Official Agency Testing Administered by Clerical Refresher:

5 - 6 April 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	7	2
Shorthand	9	0

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Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

6. Testing of High School Seniors: The results of the fifth and sixth tests which were administered on 27 March and 3 April 1965 were as follows:

27 March 1965

<u>Test</u>	<u>Number Tested</u>	<u>Remarks</u>
SET	44	21 attained scores ranging from 83 to 146; 23, from 35 to 79
Typewriting	41	9 met Agency standards
Shorthand	16	2 met Agency standards
<u>3 April 1965</u>		
SET	36	18 attained scores ranging from 83 to 117; 18, from 35 to 78
Typewriting	29	1 met Agency standards
Shorthand	13	none met Agency standards

7. Quarterly Report of Clerical Induction Training Statistics:

a. During the period of 4 January - 3 April 1965, the Clerical Training Faculty tested the following numbers of clerical applicants:

Applicants tested in type-writing	445
Applicants qualified in typewriting	53 (12%)
<del>Manhours:</del>	<del>445</del>

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Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

Applicants tested in short-hand	132
Applicants qualified in shorthand	14 (11%)
Manhours:	<del>132</del>
Applicants given Short Employment Test	601
Manhours:	300
Applicants given Card Punch Operator Aptitude Test	9
Manhours:	5

b. Special testing of high school recruits on six successive Saturdays was scheduled and conducted by this Faculty in order to enable the Agency's clerical recruiters to secure scores on seniors from local high schools. The testing results were as follows:

SHORT EMPLOYMENT TEST	TESTED	
27 February 1965	49	
6 March 1965	44	
13 March 1965	42	
20 March 1965	43	
27 March 1965	44	
3 April 1965	36	
Total tested	258	

TYPEWRITING	TESTED	PASSED
27 February 1965	47	5
6 March 1965	42	5
13 March 1965	36	2
20 March 1965	29	1
27 March 1965	41	9
3 April 1965	29	1
Total tested	224	23

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SHORTHAND	<u>TESTED</u>	<u>PASSED</u>
27 February 1965	16	0
6 March 1965	21	1
13 March 1965	9	2
20 March 1965	8	0
27 March 1965	16	2
3 April 1965	13	0
Total tested	83	5

Note: These totals are included in the statistics on applicant testing.

c. In a report on Clerical Training statistics prepared in December 1964, we listed the number of entrance-on-duty clerical personnel by their job category and indicated how many had qualified in typewriting and/or shorthand during initial testing. We also identified by job category the number who attended classes and met qualifications in typewriting and/or shorthand after training. Because these statistics were regarded as significant in indicating an increase in the numbers qualifying after training, a current report is submitted for the period of 4 January - 3 April 1965

## EOD TEST RESULTS

CLERKS	Tested in typing	44		
	Qualified	1	(2%)	
	Not Qualified	43	(98%)	✓
	Tested in shorthand	1		
	Qualified	0		
	Not Qualified	1	(100%)	✓
TYPISTS	Tested in typing	96		
	Qualified	22	(23%)	
	Not Qualified	74	(77%)	✓
	Tested in shorthand	36		
	Qualified	0		
	Not Qualified	36	(100%)	✓
STENOGRAPHERS	Tested in typing	55		
	Qualified	28	(50%)	
	Not Qualified	27	(50%)	✓

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Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

EOD TEST RESULTS (Continued)

	Qualified	21	(38%)
	Not Qualified	34	(62%)
TOTALS	Tested in typing	195	
	Qualified	51	(26%)
	Not Qualified	144	(74%)
	Tested in shorthand	92	
	Qualified	21	(23%)
	Not Qualified	71	(77%)

EOD TESTING AND TESTING AFTER TRAINING

CLERKS	Tested in typing	44	
	Qualified	3	(7%)
	Still in Class	6	(13%)
	Not Qualified	35	(80%)
	Tested in shorthand	1	
	Qualified	0	
	Not Qualified	1	(100%)
TYPISTS	Tested in typing	96	
	Qualified	74	(77%)
	Still in Class	6	(6%)
	Not Qualified	16	(17%)
	Tested in shorthand	36	
	Qualified	9	(25%)
	Still in class	2	(6%)
	Not Qualified	25	(69%)
STENOGRAPHERS	Tested in typing	55	
	Qualified	52	(95%)
	Still in class	3	(5%)
	Not Qualified	0	
	Tested in shorthand	55	
	Qualified	39	(71%)
	Still in class	5	(9%)
	Not Qualified	11	(20%)

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Bi-Weekly Activities Report, No. 8  
29 March - 9 April 1965

EOD TESTING AND TESTING AFTER TRAINING (Continued)

TOTALS	Tested in typing	195	
	Qualified	129	(66%)
	Still in Class	15	(8%)
	Not Qualified	51	(26%)
	Tested in shorthand	92	
	Qualified	48	(52%)
	Still in class	7	(8%)
Not Qualified	37	(40%)	

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8. Shorthand Pretesting at NPIC: On 31 March 1965 [REDACTED] administered a pretest in shorthand to 12 employees assigned to NPIC. This test was given for the purpose of determining the level of shorthand competence of the clericals tested. From these tests it is hoped that we can ascertain what type of shorthand refresher training might be of practical value for those interested in enrolling in a class to be conducted at NPIC in April.

9. Personnel Note: [REDACTED] instructor, was on leave during the week of 29 March 1965.

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# Memorandum

TO : Chief/Intelligence School

DATE: 12 April 1965

FROM : Management Training Faculty/IS

SUBJECT: Biweekly Activities Report No. 8  
29 March - 9 April 1965*SM*

## PILOT PROJECT - THIRD SECTION

25X1A

*W*

The third section of the Office of Finance Pilot Project was held 1-5 April at [REDACTED]. As a result of several last minute drop outs, there were only twenty-five participants in this class, most of whom were first line supervisors and ranged in grade from GS-7 through 13 with a majority being about Grade 10. Another factor that distinguished this group from any previous Grid sessions to date was the fact that two thirds of the group were women. As compared to the two earlier Finance groups this class did not appear to begin with as good a comprehension of the Grid concepts nor were they as competent in their understanding of the pre-work. As a result, the first several scored exercises fell below the previous Finance and Agency averages. Interest and commitment were high and the group worked very hard indeed. It was very interesting to note that on the final competitive exercise when scores were established this group went higher than any of the previous Finance or Senior Seminars. There was good indication that this class was particularly successful in the development of the interpersonal relations and other process skills that the program is designed to achieve. An analysis of the Finance project to date will be prepared as soon as we can find sufficient time. [REDACTED] was again our consultant for this group with the Management Faculty participating even more extensively in the full details of analyzing, administering and presenting the program, including still more of the lectures.

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25X1A

*W*

[REDACTED], Deputy Chief, Finance, was with us part of Saturday and Sunday, during which time we developed further plans and understanding for proceeding into Phase II of the Project. We are currently attempting to set up the first step in this Phase around the middle of May. In fact, we are attempting to get Messrs. Fuchs and [REDACTED] and their division and staff chiefs together at [REDACTED] on the weekend of 14 and 15 May just before the beginning of the next Senior Seminar.

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-2-

W We again used our new "Agency setting" in-basket and are satisfied that it is an effective instrument as now designed. Accordingly, we plan to utilize it in the Senior Seminar next month.

SENIOR SEMINAR

Plans for this Seminar are as far advanced as we can make them at this time, and we are momentarily expecting the names of candidates.

ANALYSIS OF EXECUTIVE SEMINAR

25X1A

██████████ is completing an analysis of the critiques that were received on the February Executive Seminar. It will be recalled that these were carefully structured critiques of a new design, and the analysis will be forwarded as soon as final typing can be completed.

MANAGEMENT #89

Management #89 is scheduled to begin at ██████████ on the morning of 19 April. Because the 18th is Easter Sunday, we are deviating from our usual plan of beginning these courses on Sunday afternoon. Registration to date for this course is about twenty people, which is an appreciable drop off from the size classes we have had for the past year. This may to some degree be the result of our extensive absences and involvement with other programs for the last several months. This class does appear, however, to be a better mixing of the major Agency components than normal.

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SUPERVISION IN-BASKET

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██████████ has almost completed the development of an in-basket to be used in our Supervision Courses, the next of which is scheduled to begin 3 May, at which time we propose to initiate use of this new device. We anticipate that it will be very effective and are anxious to test it out.

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██████████ CONTRACT

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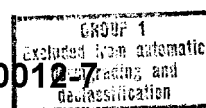
██████████ has continued this week to implement further provisions and procedures under the contract with ██████████

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██████████ and straighten out some of the problems that are carried

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over from our previous ad hoc method of operating. Task Orders have been prepared to handle the Office of Finance Project and the May Senior Seminar. Considerable coordinating effort has been required and probably will be for some time yet until both the contractor and the various Agency elements involved become more familiar with these procedures.

ANNUAL LEAVE

25X1A

Messrs. [REDACTED] are planning to take annual leave 12 - 16 April and probably until 20 April for [REDACTED] because of complications resulting from the Pan Am strike. [REDACTED] hopes to begin a week's vacation on Friday, the 23rd of April. While this indicates some overlapping with Management #89, we are prepared to handle the program without any deleterious effect.

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EXTERNAL TRAINING

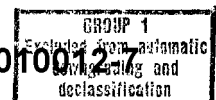
W Immediately following Management #89 [REDACTED] plans to attend a three-day program at Cornell University, at Manhattan on 26 - 28 April given by Norman Maier and Malcolm Shaw on role-playing as a technique of managerial training.

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UNITED STATES GOVERNMENT

*Memorandum**JR*

TO : Chief, Intelligence School

DATE: 12 April 1965

FROM : Chief, Intelligence Production Faculty

SUBJECT: Bi-Weekly Activities Report No. 8  
29 March - 9 April 1965

- 25X1A 1. [REDACTED] spoke to the special Intelligence Orientation Course for NPIC, Monday, 5 April, on Geographic Intelligence and the Geographic Research Area of ORR.
- 25X1A 2. Last week [REDACTED] participated in a briefing of [REDACTED] Commandant of the Defense Intelligence School, on the draft course schedule for the DIA equivalent of our JOT course. The briefing was given by [REDACTED] educational specialist in DIS. The draft schedule is to be circulated in DIA for comments. First running of the course will begin in July, 1965.
- 25X1A 3. [REDACTED] briefed a former JOT, [REDACTED] who is assigned to O/BPAM, on the functional responsibilities of various DD/I components as related to high priority intelligence requirements. [REDACTED] is working on budget and manpower projections as related to these high priority requirements.
- 25X1A 4. [REDACTED] met with [REDACTED], Deputy Director of NPIC, to discuss the feasibility of making a movie on NPIC and the new techniques and equipment of photographic interpretation. [REDACTED] was enthusiastic about the idea and stated that the Director and Executive Officer of NPIC had long ago expressed a desire for such a film. [REDACTED] exchanged ideas on the content of such a film, and [REDACTED] stated he would assign one of his illustrators to work with himself and [REDACTED] in preparing a scenario for the film. After this is completed, NPIC would submit a request to OTR for making the film.
- W



PAGE TWO - BI-WEEKLY ACTIVITIES REPORT NO. 8

5. Personnel casualties have been heavy in the IPF over the last two weeks with 50 per cent of the faculty out at the same time. [REDACTED] has been away in full-time training; [REDACTED] has been incapacitated with a broken bone in his wrist; [REDACTED] has had been bed-ridden with a "bug"; and [REDACTED] has had his wife in the hospital for a "minor" operation. Nevertheless the Intelligence Techniques Course has continued fully operational, and I would be suprised if the JOT's are even aware of the crisis. The make-do could not continue for long, however, without a collapse on the part of the healthy "residuals" in the IPF.

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25X1A

[REDACTED]

25X1A

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13 April 1965

MEMORANDUM FOR: Chief, Intelligence School

SUBJECT: Biweekly Activities Report #8  
29 March - 9 April 1965

BRIEFINGS OF CIA PERSONNEL

1. CIA Introduction: This program was conducted by [REDACTED] on 29 March for 15 new employees and on 5 April for 18 new employees.

25X1A

2. NPIC: On 29 March, I gave a briefing on the CIA relationships to the White House, the National Security Council, and the intelligence community for a group of employees attending the Special I.O. Course for NPIC.

3. CSR: On 5 April, I briefed the Clandestine Services Review Course on the National Security Relationships and The Intelligence Community. The CSR is usually a difficult audience, particularly when you are the first speaker on the program. This group seemed much more wide-eyed and eager, particularly for a Monday morning, than the ones we usually get in this course. They asked a number of questions.

4. Orientation for Overseas: On 6 and 7 April, [REDACTED] conducted this course for 29 participants, including 13 dependent wives. I was unable to sit in for the whole program, but I did listen to two of [REDACTED] lectures. His presentation this time was quite different from the earlier presentation I heard during the first running of the course. He had the audience in the palm of his hand. His informal manner of presentation seemed to go over extremely well and his points were very clearly made. This program is now well under way and I think the course plan is very satisfactory and should be continued. Unfortunately, for the next few months we will be having difficulty with the problem of space. Our new conference room is not large enough to handle the larger volume of people expected during this time. I hope we will receive some cooperation in getting larger quarters.

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BRIEFING OF U.S. OFFICIAL

On 1 April I gave a briefing to Colonel James D. Moore, USA, who is going to Libya as Chief, MAAG. Colonel Moore was most receptive and asked a number of interesting questions.



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SUBJECT: Biweekly Activities Report #8

BRIEFINGS OF U.S. GOVERNMENT GROUPS

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1. State: On 31 March, we conducted the Agency's full-day program for the Foreign Affairs Program Management Seminar. The program was run very much as it has been in the past, with a morning briefing and answers to various questions from the audience on my part and in the afternoon, a briefing by [REDACTED] of the FI Staff and [REDACTED] of the [REDACTED] Staff on their various fields. There were 24 students in the class. The audience this time was more senior than it has been in the past and it was obvious that the State Department people were more experienced and more skeptical. The [REDACTED] questions were very sophisticated and often quite detailed. [REDACTED] can say, however, that the program was met with enthusiastic response, and several of the gentlemen came up to me afterwards and said this had been the best day they had spent in their course so far. He believes that the program was a success.

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2. Industrial War College: On 1 April, I presided over a meeting at which two OCI analysts, Miss [REDACTED], spoke to a group of Industrial War College students who are about to embark on a trip to Southeast Asia. They covered Burma, Thailand, Malaysia, and Indonesia. I was, personally, very much impressed by their presentation as the Industrial War College people seemed to be.

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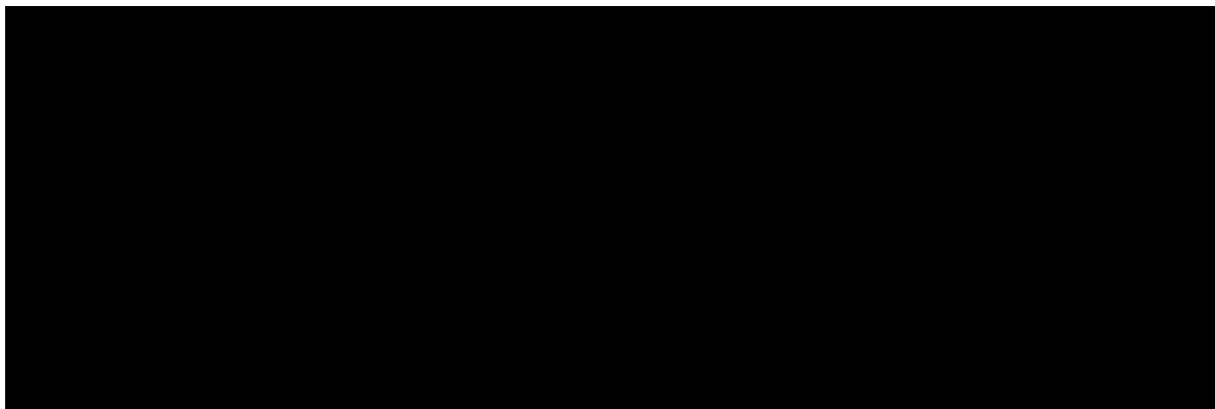
3. AID: On 2 April, I briefed the 23 AID employees attending the Overseas Orientation course. As usual, this group was most attentive and asked many questions.

BRIEFING OF PRIVATE GROUP

BCIU: On 2 April, Mr. [REDACTED] briefed 17 businessmen attending the Business Council for International Understanding Training Program at American University.

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BRIEFING OF FOREIGN OFFICIAL



25X1C

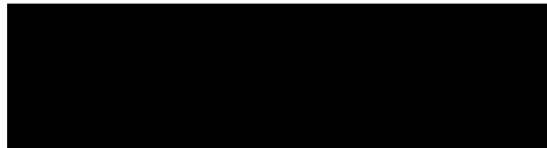


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SUBJECT: Biweekly Activities Report #8

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about America than the CIA, although I was able to get a few words in edgewise in about 15 or 20 minutes at the end of the briefing. These were most cordially and graciously received.



25X1A

Orientation & Briefing Officer

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UNITED STATES GOVERNMENT

# Memorandum

TO : Chief, Intelligence School

DATE: 12 April 1965

FROM : Chief, Orientation Faculty

SUBJECT: Biweekly Activities Report No. 8  
29 March - 9 April 1965

## 1. Special IO for DDP Personnel

25X1A

On 6 and 7 April, four trainees from the DDP (one from NE Division and three from [REDACTED]) satisfactorily completed a special intelligence orientation program covering basic concepts, the Intelligence Community, and CIA organization. Members of the IO staff were used exclusively for the lectures and seminars. These students were destined for assignments which could not await the next regular IO course in May.

## 2. Special IO for NPIC Personnel

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a. The two-week (half day, thrice weekly) special IO Program for 25 NPIC students at [REDACTED] was completed on 9 April. Primarily conducted by the IO Faculty, the course also benefited from the services of Messrs. [REDACTED], [REDACTED] of the Intelligence School, Messrs. [REDACTED] and [REDACTED] of the Operations School and Messrs. [REDACTED] of DDS&T and [REDACTED] of ORR for instruction on specific subjects. This special program was arranged by Mr. [REDACTED] and [REDACTED] in response to a need for basic orientation for individuals who had been on duty for some time but whose work at NPIC did not permit extended periods away from their jobs.

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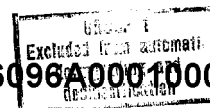
b. In general, the program went well in view of all the special security and transportation arrangements required for a course there. In view of the extremely limited opportunities for study and of the abbreviated nature of the course, the class as a whole did well.

## 3. Outside Briefing

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On 2 April 1965 [REDACTED] briefed the outgoing Deputy Chief of Mission to Damascus, Mr. Hugh Appling, on national security and intelligence community changes and on significant developments within this Agency.

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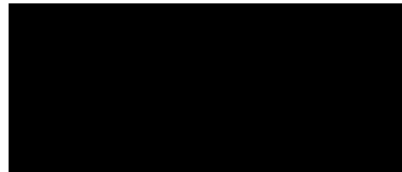
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4. Miscellaneous

- 25X1A a. At the request of [REDACTED] of the Operations School, 25X1A  
25X1A [REDACTED] conferred by telephone on 5 April with a  
25X1A member of the [REDACTED] Staff who wished information  
concerning the area films used in the IOC. The [REDACTED] 25X1A  
[REDACTED] Staff member seemed appreciative of the information  
obtained.
- b. On 7 April Messrs. [REDACTED] attended a 25X1A  
lecture at the National Interdepartmental Seminar on  
"Traditional Societies and the Forces of Change," given  
by Professor Johnstone of the School of Advanced Inter-  
national Studies. Professor Johnstone's analysis of the  
nature of traditional societies and of the forces which  
arise to cause change -- for better or worse -- was  
extremely interesting as background for the IOF repre-  
sentatives' occasional need to present brief discussions  
of [REDACTED]. 25X1A
- 25X1A c. [REDACTED] of the October 1964 JOT class, who  
was assigned to the IOF for two weeks (22 March - 2 April)  
while awaiting further training, was most helpful in  
25X1A assisting [REDACTED] select unclassified reading material  
for the forthcoming Intelligence Review. He also helped  
much in the screening of mailbags full of books from the  
former Area Library to spot those which bear on foreign  
views of the United States, a part of the "American Thesis"  
element of orientation courses.



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